

Finding and Keeping the Best Talent Within Today's Dynamic Workforce

Dr. Brent D. Oberholtzer
Registered Organizational Development Consultant
Department of the Treasury
Office of the Chief Information Officer

Overview of ROAD MAP

- Recruitment
- Orientation
- Assimilate
- Develop
- Motivate
- Appreciate
- Performance

Recruitment

Seven Steps to Higher-Value Hiring

- 1. Set the recruitment and hiring bar high, empower and enable managers to make the decisions, then hold them accountable for the results.**
- 2. Strongly emphasize internal referrals and hires. This not only provides a stream of proven talent, but is a strong motivator and morale-booster among existing employees.**
- 3. Reward existing staff for successful referrals. Our hire rate from internal referrals has always been many-fold higher than from external sources.**
- 4. Provide convenient, detailed training on interviewing, reference checking and hiring processes.**
- 5. Centralize and control the recruiting and hiring methodology, but decentralize the process and the decision-making.**
- 6. Keep everyone well-informed about the hiring process, including content and purpose of interviews and hiring criteria.**
- 7. Maintain a low tolerance for bureaucracy. Keep the number of “steps to hire” to a minimum.**

Orientation

- **Purposes of Orientation**

Employers have to realize that orientation isn't just a nice gesture put on by the organization. It serves as an important element of the recruitment and retention process. Some key purposes are:

1. To Reduce Startup Costs
2. To Reduce Anxiety
3. To Reduce Employee Turnover
4. To Save Time For Supervisor & Co-workers
5. To Develop Realistic Job Expectations, Positive Attitudes and Job Satisfaction

- **The main reasons orientation programs fail:**

The program was not planned.

The employee was unaware of the job requirements.

The employee does not feel welcome.

Assimilate

- Here are the principles that should govern new-employee assimilation, retention and productivity programs.
1. Deal with the strongest and most emotionally compelling needs first.
 2. Provide information "just in time."
 3. Give only the information that people want or need.
 4. Teach people how to get answers to questions, rather than trying to answer all their questions.
 5. View this as a long-term process.
 6. Involve the work team, the department and the organization in the process.
 7. Let new employees feel jointly responsible for their process.
 8. Place special emphasis on what new employees can do vs. what they can't do.
 9. Make the entire process fun.

Develop

- **Provide Ongoing Training and Development.** Recognize training goes beyond the minimal requirements for continuing education. Provide employees with intellectual challenge and the opportunity to grow.
- **Encourage a Connected Work Environment.** Encourage employees to have fun and take pride in the contribution they make to the organization and to the community. Support the employees' need to balance their personal and their business lives.
- **Supply the Right Tools.** Provide employees with the tools they need to do their jobs effectively. Ensure technology drives processes, and workflow really works. Understand that even the best people cannot overcome inadequate systems and procedures that perpetuate duplication and errors.

Motivate

- **Construct a Powerful Vision**

People stay in organizations that know where they are going and have a plan for success. Craft an exciting vision for the future and communicate it to employees.

- **Offer Appropriate Rewards.** Pay employees fairly and competitively. Make sure compensation is tied to performance and attainment of results. Celebrate success, recognizing that rewards come in many forms. Employees respond based on their own personal values and priorities.

- **Build Internal Strength.** Encourage people to prepare for their next job. When vacancies occur, the best people should be waiting to fill them.

Appreciate

- The idea behind employee rewards has been around as long as people have traded their labor for compensation: people perform better when they know what's expected of them and when they're rewarded for meeting those expectations.
- An important feature of an employee rewards program is that includes the right mix of financial and non-financial incentives. Not all employees are motivated by money or other tangible rewards. For some, the chance to get advanced training or work from home might be a powerful motivators.
- REMEMBER One Size Does Not Fit All: The most effective program should include a blend of rewards.

Performance

- The responsibility for keeping employees engaged is not the manager's alone-in fact, the first obligation of all employees is to keep themselves engaged by bringing their best efforts to work each day. Here are some ways employees can do their part to guard against the seven hidden reasons for disengagement:
- **Reason #1 - Unrealistic and Unrealized Expectations:**
- **Reason #2 - Job-Person Mismatch:**
- **Reason #3 - Insufficient Coaching and Feedback:**
- **Reason #4 - No Career Growth or Advancement:**
- **Reason #5 - Feeling Devalued or Unrecognized:**
- **Reason #6 - Stress related to Workload or Life/Work Imbalance:**
- **Reason #7 - Loss of Trust and Confidence in Senior Leaders:**

The Truth About Retention

WHY EMPLOYEES LEAVE ORGANIZATIONS

- The job or workplace was not what the employee expected, which is the number one reason for turnover in the first years.
- The mismatch between job and person (mostly due to poor or hurried hiring, but also because of mis-assigning and inappropriately promoting people into the wrong jobs).
- Too little coaching or feedback 62% of employees say they don't get enough of either.
- Too few growth and advancement opportunities, which is the number one frustration of younger top performers.
- Feeling devalued and unrecognized, which I already mentioned.
- Stress from overwork and work-life imbalance. Is it really surprising to anyone that 70% of all workers don't think there is a healthy balance between their work lives and their professional lives?
- Loss of trust and confidence in senior leaders. Only about four in ten employees trust senior leaders.

Conclusion/Questions